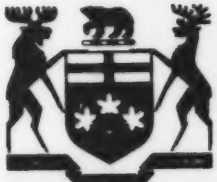
ANNUAL REPORT

ONTARIO MINISTRY OF INDUSTRY AND TRADE

1983-84



Ontario

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TO HIS HONOUR
The Lieutenant-Governor
of the Province of Ontario

MAY IT PLEASE YOUR HONOUR:

It is my pleasure to present, for the information of Your Honour and the Legislative Assembly, the annual report of the Ministry of Industry and Trade for the fiscal year ending March 31, 1984.

We have worked hard to further the industrial and trade development of the province of Ontario, keeping in mind the importance of this development for job creation. We are intent on responding to the challenges of a new technological era by providing needed programs and services to the businesses and the people of this province.

We believe this report demonstrates the success of our efforts in 1983-84.

Respectfully submitted,

Frank Miller

Frank S. Miller
Minister

The Honourable Frank S. Miller
Ontario Minister of Industry and Trade

Dear Mr. Minister:

I am pleased to submit the annual report of the Ministry of Industry and Trade for the fiscal year ending March 31, 1984.

During this period, we committed ourselves to stimulating industrial growth and improving Ontario's trade position. The ministry does this by offering a combination of financial assistance programs and advisory services, and by promoting Ontario abroad as a good investment location. In addition, the government's six technology centres, which have now completed their first full year of operation, assist in the application of new industrial technology.

In general, our efforts are directed toward making Ontario more competitive in a growing world economy. I believe the annual report reflects this commitment, outlines our successes, and indicates our ongoing determination to strengthen the Ontario economy in the years ahead.

Respectfully submitted,

George MacDonell

George S. MacDonell
Deputy Minister

INTRODUCTION

Ontario industry faces growing competition at home as well as abroad. Increasing our percentage share of both world exports and domestic markets calls for a high level of productivity at competitive costs. The Ministry of Industry and Trade is committed to helping Ontario industry address this challenge successfully.

Promoting competitiveness involves the ministry in diverse areas of activity. Staff are involved in helping businesses start-up, grow, diversify, develop new products, find new domestic and foreign markets, develop new technology and bring about technology transfer.

Both the established manufacturer and the new entrepreneur are the ministry's clients. Staff work with the business community to generate investment, which is one of the keys to expanding the province's competitive base.

Meeting our targets for an increased share of world trade or the domestic market requires investment through capital projects, technology transfer and entrepreneurial programs. Bringing about such investment is a prime concern of the Industry Division.

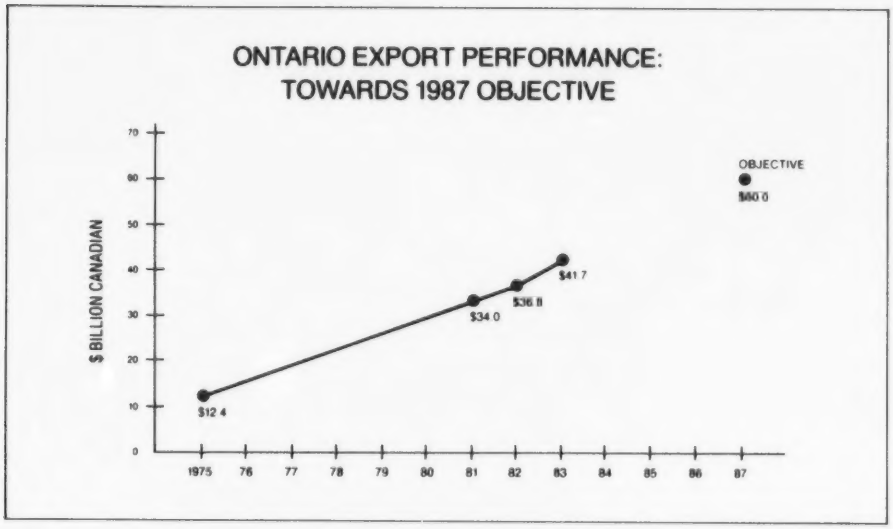
The small business consulting services and financial incentive programs played an important role in supporting and encouraging many new and existing small business ventures. The growth of these programs during 1983-84 was in response to the demands of the small business community. Assisting these entrepreneurs is a natural focus for this ministry since in recent years up to four-fifths of new job creation has been in the small business sector.

In 1982, trade became a separate division within the ministry, reflecting the government's recognition of the importance of trade to Ontario. The fact that the growth of exports has been a leading factor in Ontario's recent economic recovery is potent evidence of our reliance on trade.

In 1982 exports stood at $36.8 billion. That year, a comprehensive five year plan was adopted which aims for an increase in Ontario's exports to $60 billion by 1987.

During the year in review Ontario exports totalled $41.7 billion, surpassing the ministry's goal for the year by $0.6 billion.

Trade division staff analyze and forecast key world markets to identify trade trends and high growth sectors in key markets. The business community and ministry staff at headquarters and in the field then work together to sell in those markets which coincide with Ontario's manufacturing strengths.



The ministry will continue to emphasize those programs which introduce more Ontario business people to exporting, help current exporters penetrate new markets and capture for Ontario a greater share of existing markets.

The annual report reflects the structure and functions of the Ministry of Industry and Trade to March 31, 1984.

There were two main operating divisions, industry and trade, each headed by an assistant deputy minister reporting to the deputy minister. There was also a Technology Centres Unit, which co-ordinated the activities of the six technology centres and IDEA Corporation.

Reporting to the minister and serving the ministry's policy objectives are a number of corporate Crown agencies—the Ontario Development Corporation, Northern Ontario Development Corporation, Eastern Ontario Development Corporation, Ontario Research Foundation, Ontario International Corporation, the Metro Toronto Convention Centre, the IDEA Corporation, and the six technology centres.

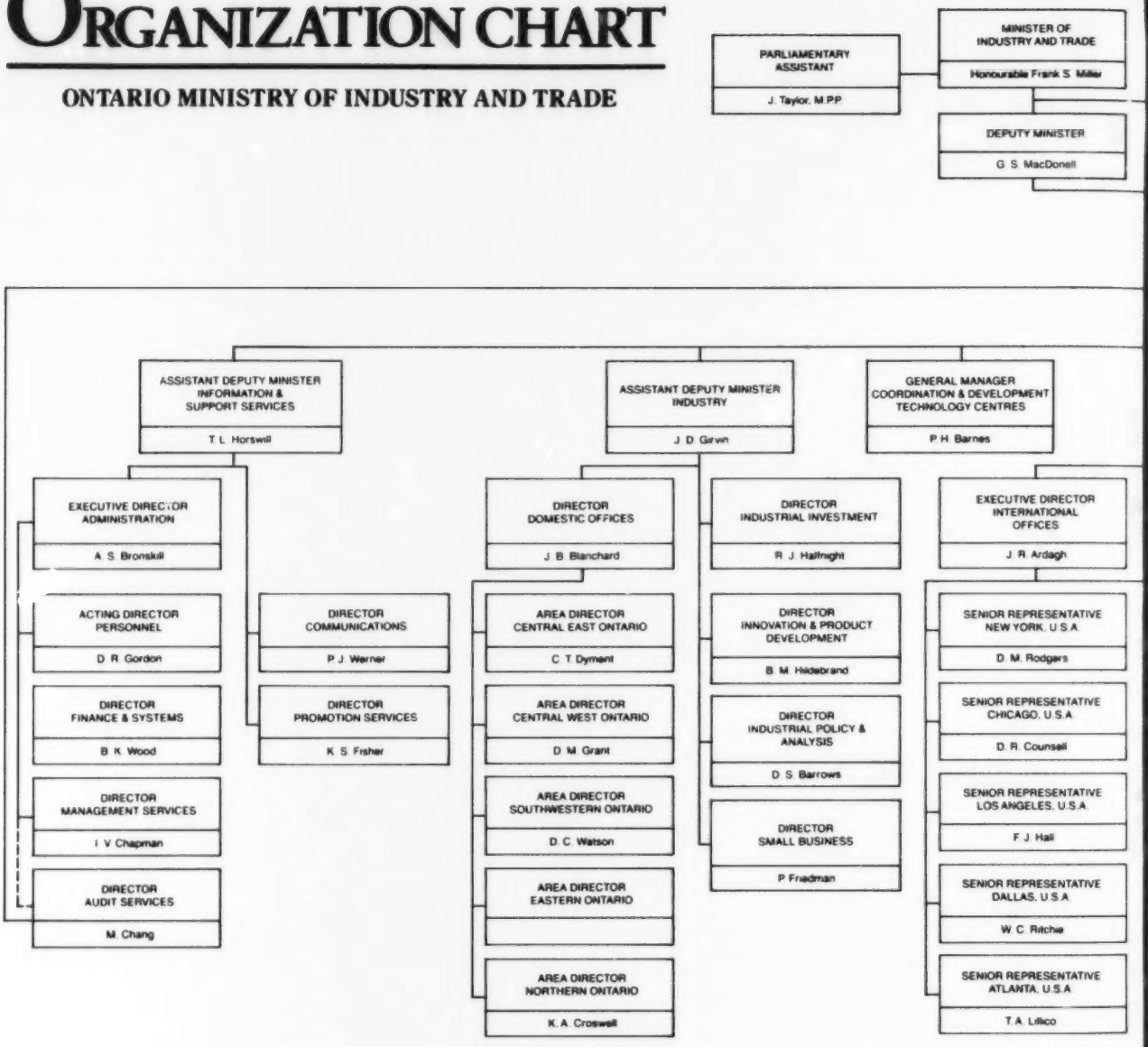
On April 1st, 1984, a number of changes took effect under a new plan for ministry realignment:

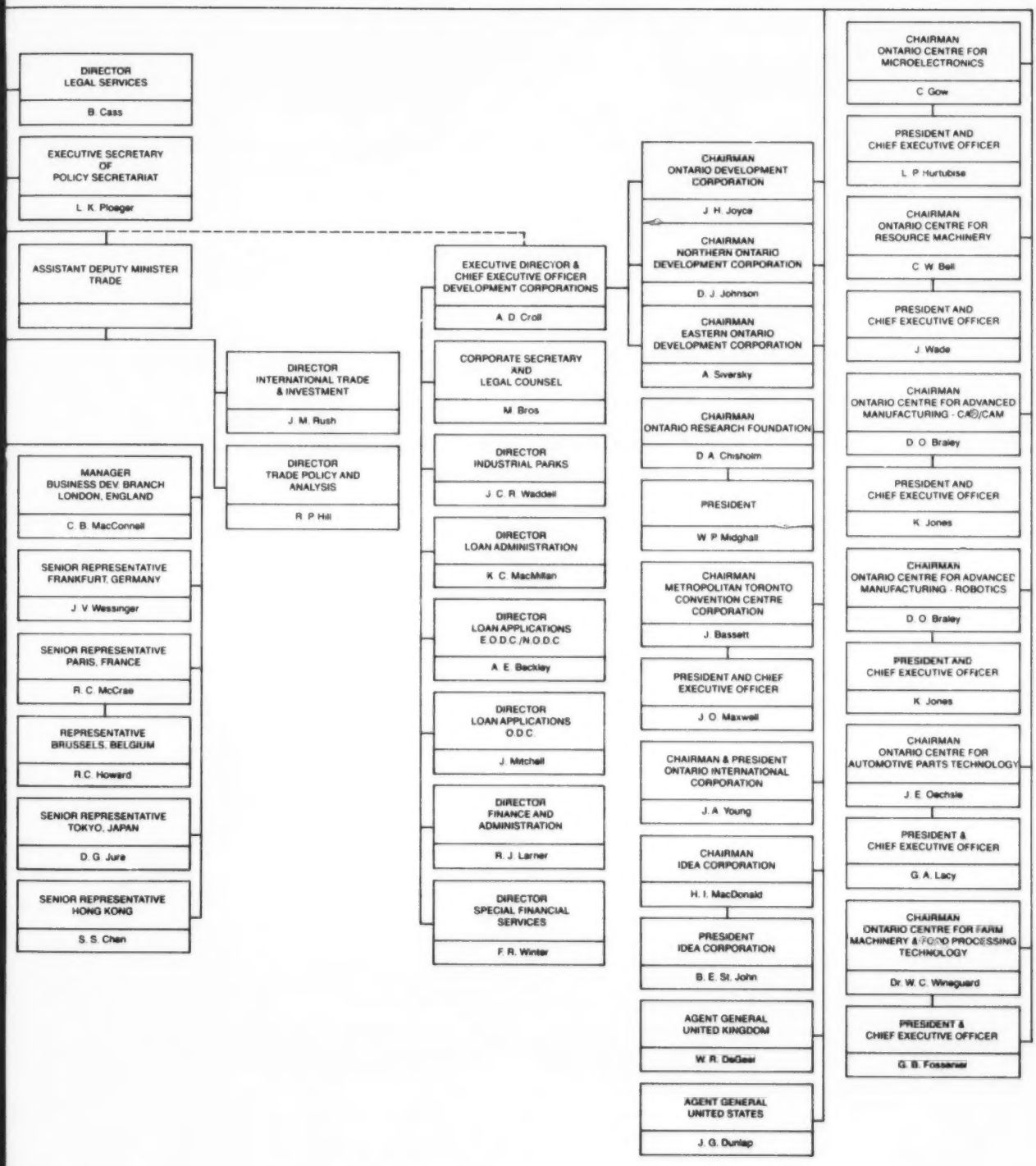
- a Planning and Priorities Secretariat will co-ordinate the development of long term plans, strategies and policies for the ministry.
- a new Innovation and Technology Division will combine the functions of the Technology Centres Co-ordinating Unit and some responsibilities of the former Innovation and Product Development Branch of the Industry Division.

A ministry organization chart, reflecting the organization as of March 31, 1984, and descriptions of the activities of each division during the year in review are found on the following pages. Corporate agencies submit separate annual reports to the Lieutenant-Governor-in-Council through the Ministry of Industry and Trade.

ORGANIZATION CHART

ONTARIO MINISTRY OF INDUSTRY AND TRADE




DIRECTOR
LEGAL SERVICES
B. Cass
EXECUTIVE SECRETARY
OF
POLICY SECRETARIAT
L. K. Ploeger
ASSISTANT DEPUTY MINISTER
TRADE
DIRECTOR
INTERNATIONAL TRADE
& INVESTMENT
J. M. Rush
DIRECTOR
TRADE POLICY AND
ANALYSIS
R. P. Hill
MANAGER
BUSINESS DEV. BRANCH
LONDON, ENGLAND
C. B. MacConnell
SENIOR REPRESENTATIVE
FRANKFURT, GERMANY
J. V. Wessinger
SENIOR REPRESENTATIVE
PARIS, FRANCE
R. C. McCrae
REPRESENTATIVE
BRUSSELS, BELGIUM
R.C. Howard
SENIOR REPRESENTATIVE
TOKYO, JAPAN
D. G. Jura
SENIOR REPRESENTATIVE
HONG KONG
S. S. Chen
EXECUTIVE DIRECTOR &
CHIEF EXECUTIVE OFFICER
DEVELOPMENT CORPORATIONS
A. D. Croll
CORPORATE SECRETARY
AND
LEGAL COUNSEL
M. Bros
DIRECTOR
INDUSTRIAL PARKS
J. C. R. Waddell
DIRECTOR
LOAN ADMINISTRATION
K. C. MacMillan
DIRECTOR
LOAN APPLICATIONS
E.O.D.C./N.O.D.C
A. E. Beckley
DIRECTOR
LOAN APPLICATIONS
O.D.C.
J. Mitchell
DIRECTOR
FINANCE AND
ADMINISTRATION
R. J. Larner
DIRECTOR
SPECIAL FINANCIAL
SERVICES
F. R. Winter
CHAIRMAN
ONTARIO DEVELOPMENT
CORPORATION
J. H. Joyce
CHAIRMAN
NORTHERN ONTARIO
DEVELOPMENT CORPORATION
D. J. Johnson
CHAIRMAN
EASTERN ONTARIO
DEVELOPMENT CORPORATION
A. Siversky
CHAIRMAN
ONTARIO RESEARCH FOUNDATION
D. A. Chisholm
PRESIDENT
W. P. Midghall
CHAIRMAN
METROPOLITAN TORONTO
CONVENTION CENTRE
CORPORATION
J. Bassett
PRESIDENT AND CHIEF
EXECUTIVE OFFICER
J. O. Maxwell
CHAIRMAN & PRESIDENT
ONTARIO INTERNATIONAL
CORPORATION
J. A. Young
CHAIRMAN
IDEA CORPORATION
H. I. MacDonald
PRESIDENT
IDEA CORPORATION
B. E. St. John
AGENT GENERAL
UNITED KINGDOM
W. R. DeGeer
AGENT GENERAL
UNITED STATES
J. G. Dunlap
CHAIRMAN
ONTARIO CENTRE FOR
MICROELECTRONICS
C. Gow
PRESIDENT AND
CHIEF EXECUTIVE OFFICER
L. P. Hurtubise
CHAIRMAN
ONTARIO CENTRE FOR
RESOURCE MACHINERY
C. W. Bell
PRESIDENT AND
CHIEF EXECUTIVE OFFICER
J. Wade
CHAIRMAN
ONTARIO CENTRE FOR ADVANCED
MANUFACTURING - CAD/CAM
D. O. Braley
PRESIDENT AND
CHIEF EXECUTIVE OFFICER
K. Jones
CHAIRMAN
ONTARIO CENTRE FOR ADVANCED
MANUFACTURING - ROBOTICS
D. O. Braley
PRESIDENT AND
CHIEF EXECUTIVE OFFICER
K. Jones
CHAIRMAN
ONTARIO CENTRE FOR
AUTOMOTIVE PARTS TECHNOLOGY
J. E. Oechsle
PRESIDENT &
CHIEF EXECUTIVE OFFICER
G. A. Lacy
CHAIRMAN
ONTARIO CENTRE FOR FARM
MACHINERY & FOOD PROCESSING
TECHNOLOGY
Dr. W. C. Wineguard
PRESIDENT &
CHIEF EXECUTIVE OFFICER
G. B. Fossenier

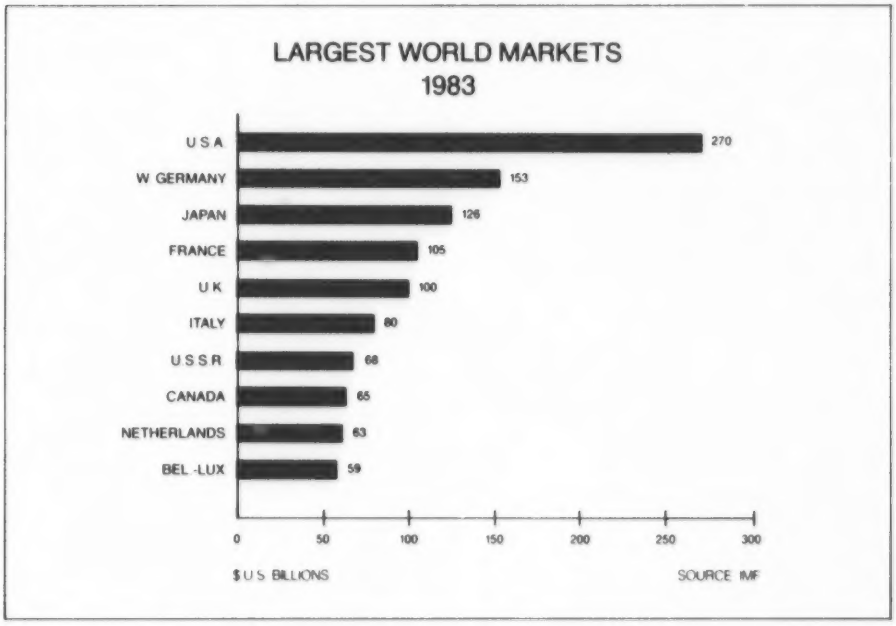
TRADE DIVISION

In 1982, when Ontario's Export Plan was launched, the ministry committed itself to a five year trade assistance effort aimed at raising provincial exports to $60 billion by 1987.

The export plan goal for 1983, the first year of the implementation of the plan, was $41.1 billion. This goal was surpassed, as the total figure reached $41.7 billion.

Within that five year framework there is an annual planning process which sets specific goals for increasing Ontario's share of world markets, measures progress, identifies areas where corrective action is necessary and takes that action.

This annual planning process is based on thorough analyses of key world markets and high growth areas with a view to identifying those market niches where Ontario business could become suppliers through exporting.



Ontario's trade promotion assistance is designed to complement the programs offered by the federal government so as to maximize the effect of both. The focus of the division is on assisting in the export of manufactured products and professional services.

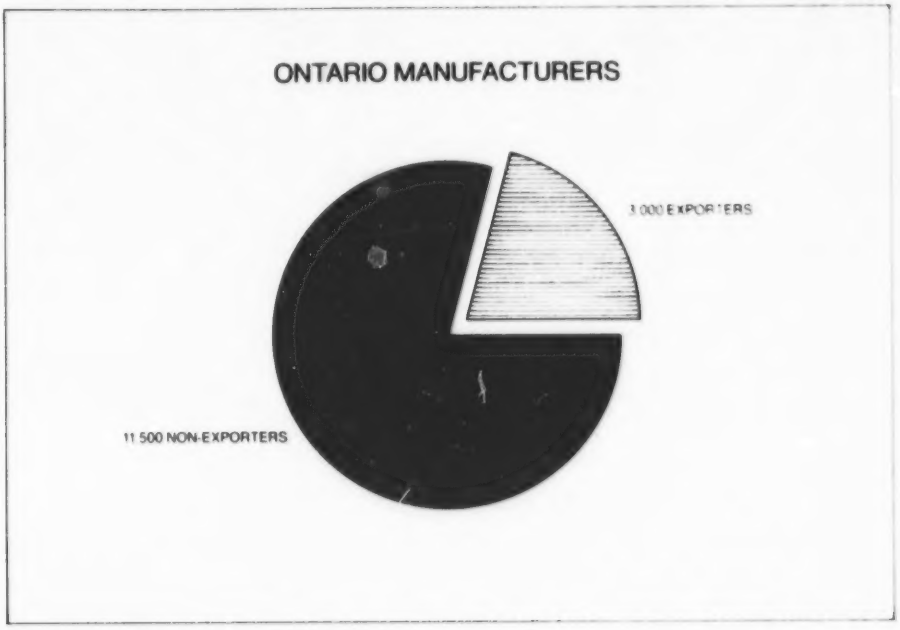
The Trade Division headquarters and international staff, working with the ministry's regional office field staff promote the sale abroad of Ontario products and services.

During the year in review, they achieved a total of $259 million in assisted export sales. In addition, ministry staff provided advisory services and assisted with Ontario's participation in trade fairs and missions.

In fiscal 1983-84, the Trade Division was made up of the International Trade and Investment Branch; the Trade Policy and Analysis Branch; the International Offices Branch; and the Ontario International Corporation.

INTERNATIONAL TRADE AND INVESTMENT BRANCH

This branch, renamed the International Marketing Branch in April, 1984, is responsible for the planning and delivery of export assistance programs of the Trade Division. Clients include Ontario manufacturers and non-capital project related service industries which export or have the potential to export.



The branch provides a variety of services: counselling, export assistance to Ontario firms, trade missions to foreign markets, support of Ontario companies in international trade shows and support for the international offices.

In 1983-84 the branch led Ontario companies on 40 trade missions to 28 different locations around the world. The 299 firms that participated appointed 222 foreign agents. A further 38 groups with a total of 351 firms went to trade exhibitions in 21 foreign locations, and appointed 165 foreign sales agents.

World-bound: In 1983-84, Ontario exports reached $41.7 billion.

The Export Consulting Section advises Ontario companies on how to export. Its objective is to increase the province's exporting base, since the vast majority of Ontario manufacturers have no foreign sales. Only 3,000, or 22 percent, of the 14,500 manufacturing firms in Ontario engage directly in exporting.

Skilled marketing professionals from the ministry consult on an individual basis with firms that have export potential, as well as with new and occasional exporters. Assistance includes market assessment, identifying sales opportunities and market access requirements. Consultants also provide information on product standards, trade policies, Canadian and international market priorities, government financing and incentives. In 1983-84 there were 1,740 such consultations.

There is close consultation with the ministry's Ontario offices to identify companies that could increase sales and employment through exporting. The section encourages industry sector associations or organizations to form consortia for group export marketing efforts. In addition, it is also involved in export education; in 1983-84, 51 export seminars and workshops were organized with the co-operation of the ministry's Small Business and Field Services Branch. A total of 2,245 business people attended.

The Export Consulting Section administers the following programs.

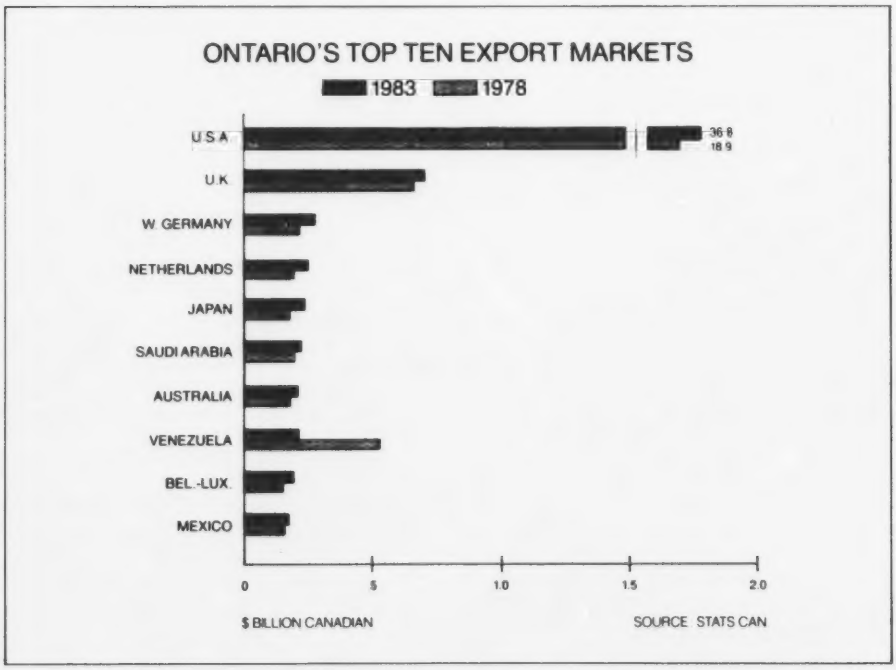
Through Trade Aids, the ministry pays up to 50 percent of the cost, to a maximum of $5,000, for a company to produce literature for export markets. Assistance is available to small companies with annual sales of under $1 million. In 1983-84, the branch dispensed $412,630 to 104 firms.

This program was incorporated into the Export Success Fund on November 1, 1983.

The International Marketing Intern Program is funded by the Board of Industrial Leadership and Development. This program pays 50 percent of the salary, up to a maximum of $15,000 a year, for two years, of marketing graduates hired by qualified Ontario firms. Interns must be involved in the company's export marketing and be given significant work experience in foreign markets. In 1983-84, 73 interns were employed at a cost to the program of $834,000.

The U.S. section is primarily responsible for increasing Ontario exports to the United States, the province's largest market, accounting for over 88 percent of Ontario exports. The main focus is on manufactured products which represent over 95 percent of all Ontario exports to the United States. Marketing efforts, closely co-ordinated with the eight U.S. offices, continue in the growth areas of the southeast, southwest, west and the traditional markets of the east-north-central area. The latter accounts for more than four-fifths of Ontario exports to the U.S. Emphasis is on the electronics/hi-tech, aerospace/defence, consumer goods, building and construction equipment sectors.

Marketing consultants advise Ontario manufacturers on the best market opportunities for their products. To a great extent, the consultants match companies and products with market opportunities and endeavour to introduce firms to the U.S. market through a series of established programs.

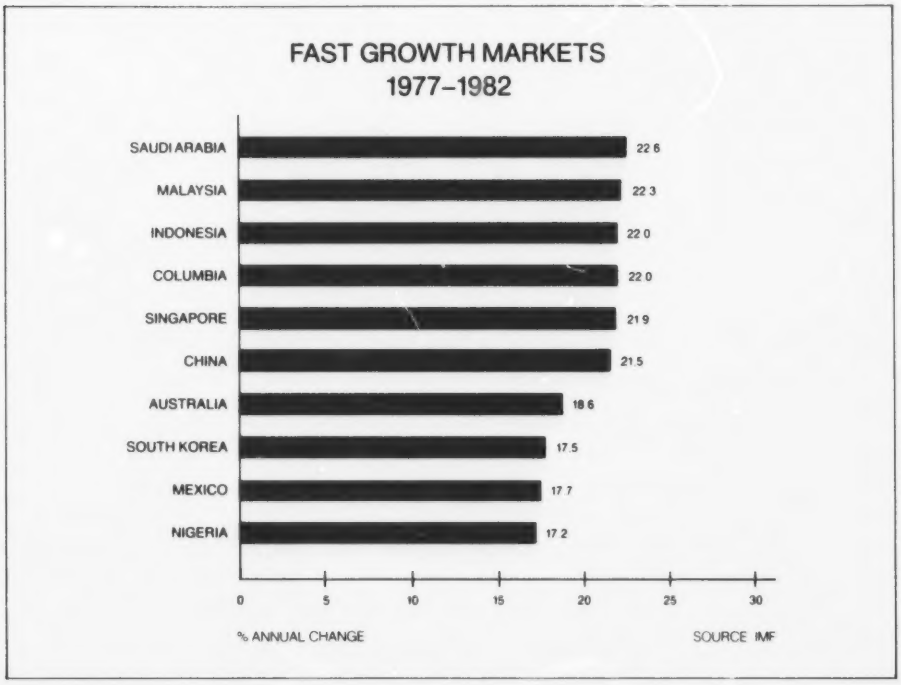


One of these is the Incoming Buyers Program, administered by both the U.S. and Overseas sections. This program, which covers return economy airfare, brings to Ontario qualified foreign business people

interested in purchasing Ontario-made products. While here, these buyers meet with Ontario manufacturers who can supply the desired products. In 1983-84, Ontario hosted 43 U.S. and 41 overseas buyers along with 17 overseas delegations.

In 1983-84, the U.S. Section was involved in 18 exhibitions and ran 19 sales missions. Export sales assisted for this area were $33.9 million.

The Overseas Section supports trade development in offshore markets worldwide. There is a smaller client base of overseas exporters and potential overseas exporters, many of whom are already experienced exporters. In many overseas regions there is a need for liaison between governments and this is where the ministry becomes involved.



While the U.S. remains Ontario's largest export market and the European nations rank second, the greatest potential for trade expansion lies in high-growth markets in the developing world. The fastest growing regional export markets are those of the Middle East and the Pacific Rim.

In 1983-84, the Overseas Section was involved in 20 exhibitions and organized 21 missions. Export sales assisted for this area were $69.1 million.

Along with the U.S. Section, it also administered the Incoming Buyers Program previously described.

The Export Success Fund Section started operations November 1, 1983, with a mandate to help increase Ontario exports by contributing to the front-end costs of export market development incurred by manufacturers and service firms.

The starting budget was $908,000. By March 31, 1984, the approvals committee had committed all of the initial budget to 73 exporters and potential exporters. As well, $1.78 million of the $4 million available for fiscal year 1984-1985 had been committed to an additional 88 companies.

As of March 31, 1984, the fund had received 294 applications; 146 had been approved, 39 were rejected or withdrawn and 109 were under consideration.

Manufacturing companies are eligible for up to $35,000 in matching-fund grants in any 12-month period and service companies, such as consulting engineering firms, are eligible for up to $50,000 in matching-fund loans.

Manufacturers can receive assistance for market research, on-site market assessment, product modification and package design, as well as merchandising and promotion activities.

Service companies can receive assistance for pre-feasibility studies, proposal preparations and bid and performance bond premiums.

TRADE POLICY AND ANALYSIS BRANCH

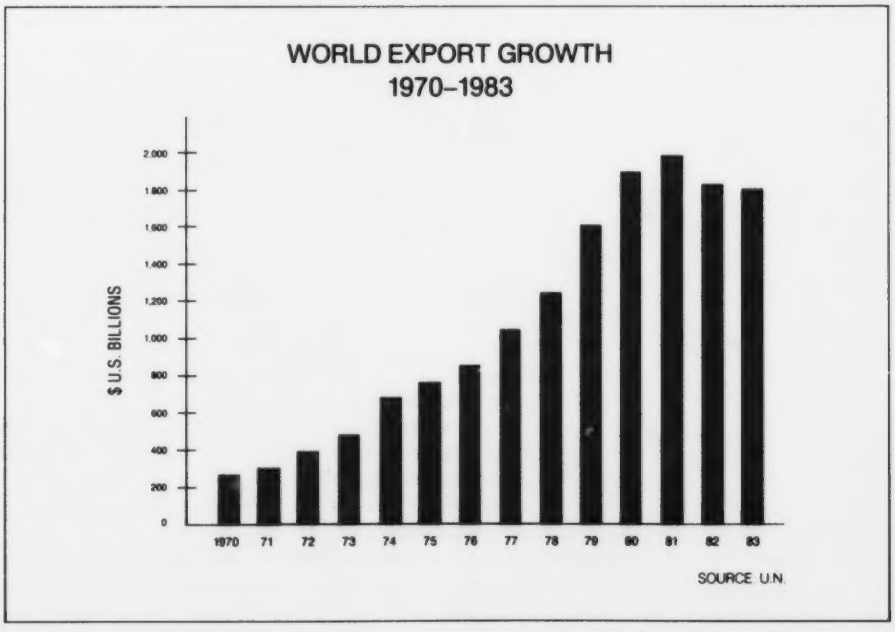
The Trade Policy and Analysis Branch supports the ministry's export promotion activities and encourages trade and international investment.

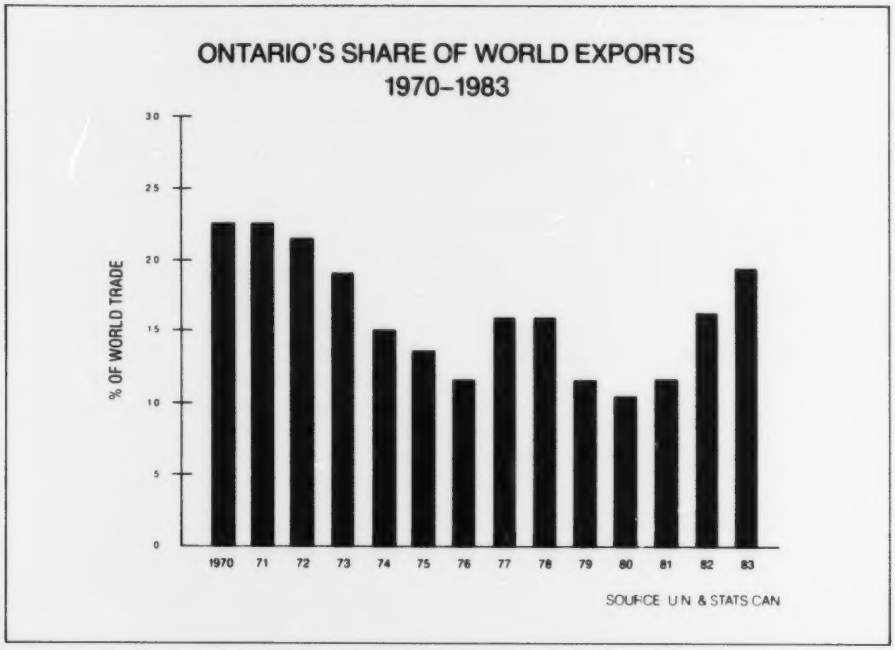
The trade policy staff develops policies and recommends actions to deal with challenges affecting the international performance of Ontario's manufacturing and service sectors. These challenges include non-tariff barriers which impede the access of provincial industries to markets abroad. Trade policy also monitors and, where necessary, seeks changes in federal trade policies and services so that they meet the needs of Ontario companies. The Federal Trade Policy Review released in August, 1983, reflected input from the branch as did the import policy measures announced in January, 1984.

Research and analysis staff provides up-to-date market research information and studies the province's international trade performance.

As a result of the federal government proposal to launch sectoral negotiations to expand trade with the U.S., efforts were made to assess the reaction of domestic industry and the effect of such a policy on the Ontario economy. The branch also participated in development of the Ontario submission to the Royal Commission on the Economic Union and Development Prospects for Canada. In addition, the branch acted as the Secretariat to the Interprovincial Council of Deputy Ministers of Trade.

During the past fiscal year, profiles of 58 foreign countries were produced supplying useful information to Ontario exporters. A publication highlighting the main features of Ontario trade over the course of the preceding year was also issued.





Studies were prepared on the ASEAN and Middle Eastern nations, since both regions represent a growing opportunity for strengthening Ontario's international commercial ties.

During the year, the branch continued to promote global product mandating.

The Trade Planning Group was formed within the Trade Policy and Analysis Branch in April, 1983, and charged with the responsibility to develop a planning system and trade information base. This resulted in a consolidated division business plan for fiscal 1984/85, within the framework of the five-year trade plan.

The planning process required all branches to develop annual plans outlining objectives, strategies and activities to accomplish the goals of the second year of the trade plan. This was achieved by year end. In November, 1983, the planning section became part of the trade administration group.

INTERNATIONAL OFFICES

The ministry has 14 international offices on three continents. Eight offices are located in the United States, four in Europe and two in Asia. Each international office works closely with ministry staff in Toronto as well as the ministry field offices throughout the province. In this way businesses and communities in Ontario can be directly and quickly alerted to business opportunities throughout the world.

The international offices support the ministry's two important functions in serving Ontario industry: they assist and encourage the growth of Ontario exports and encourage investment that will create jobs in Ontario.

On behalf of existing and potential Ontario exporters, the international offices supply both foreign and domestic clients with market intelligence, assist in selecting agents or distributors, identify foreign buyers, and provide advice on trade and business practices and opportunities in their respective territories. The staff of the international offices are involved in organizing Ontario's participation in trade fairs and missions throughout the world.

Foreign buyers are assisted in coming to Ontario to meet dependable suppliers of goods and services for export.

The United States is Ontario's primary export market. In order to maintain and increase the province's penetration in this market, new offices were opened in Boston, Philadelphia and San Francisco. This brings the total number of United States offices to eight. The need for new offices in other world markets is under constant review.

Staff from the international offices also visit Ontario to encourage exporting. For example, staff from the U.S. offices contributed their expertise to a series of export forums held in four Ontario cities. The forums were organized by the domestic field offices and headquarters staff. As a result of the 366 interviews held at the seminars, 81 new manufacturers entered the export market.

On the spot: Ontario giftware manufacturers, new to exporting, took part in a ministry-sponsored trade show in London, England. The smiles tell the results.

The international offices promote the advantages of investing in Ontario and maintain Ontario's profile in foreign business communities. The offices are a prime point of contact for foreign investors considering investing in Ontario. Potential investors are informed of Ontario's strengths and opportunities and are encouraged to visit Ontario where the ministry staff provides further assistance.

Counselling is also provided to the many immigrant entrepreneurs interested in moving to Ontario to establish businesses. The offices in Frankfurt and Hong Kong were particularly active in this program.

Finally, the international offices assist and advise other Ontario government ministries and agencies.

ONTARIO INTERNATIONAL CORPORATION

The Ontario International Corporation (OIC) was established in 1980 as a non-profit crown agency, reporting to the Minister of Industry and Trade. It was created to help private and public sector clients gain access to a greater share of the international market for capital projects, which is calculated to be in the order of U.S. $110 billion annually. Projects range from massive urban/rural development to small village water drilling.

OIC helps match the strengths and expertise found in Ontario's private sector companies and government ministries and agencies with opportunities in export markets. It also provides a government-to-government link where appropriate.

Near the end of the fiscal period 1983-84 a sunset review of the corporation was completed, parallel to a similar review of the Ontario Educational Services Corporation. The review process resulted in a merger of the two corporations under the Ontario International Corporation effective March 1, 1984, with a five-year mandate. The original function of OIC is now performed by the Capital Projects Division, under the direction of a vice-president who has joined the corporation from a private sector consulting firm. All education/training projects will be carried out by the Educational Services Division, also under the direction of a vice-president.

In the past year the Ontario International Corporation assisted clients in getting a number of contracts signed, achieving 171 percent of their target for the year. At the end of the year there were 152 active projects with a gross potential value of $8.7 billion.

INDUSTRY DIVISION

Through advocacy and direct programming the division encourages and supports the growth of the private sector, with a view to creating new jobs and maintaining existing jobs. Helping Ontario companies to be internationally competitive is the focus of the Industry Division.

Small business development programs are in place to support the new entrepreneur and to help established small businesses become more competitive and grow.

Industry Division has taken a sectoral approach to promoting domestic market growth. To replace imports with Ontario-made goods, manufacturers are assisted in arranging joint venture and licensing agreements, developing new products and identifying new Canadian markets for current products. In turn, purchasers, particularly those from the public sector, receive assistance in locating Ontario sources for products they have been importing.

The field staff across the province are in day-to-day contact with the business people for whom the ministry's programs and services exist. Their knowledge and understanding of their client group is key to developing and delivering the programs required by Ontario business people.

At the beginning of the year the Industry Division had four branches: Small Business and Field Services, Industrial Investment, Innovation and Product Development, and Industrial Policy and Analysis. In mid-year, the ministry created separate branches to deal with small business and domestic offices (formerly field services). This was done to meet the special needs of small business and to strengthen public awareness of the ministry's domestic offices as a one-window stop for provincial and federal government services.

SMALL BUSINESS BRANCH

This branch stimulates the competitiveness and growth potential of small business through advisory services and financial incentive programs.

Through the Manufacturing Productivity Section financial incentives are available to small manufacturers and entrepreneurs to encourage new product development. Counselling services on productivity, profitability and developing effective marketing strategies are also offered.

The New Product Development Program provides financial assistance for technological assessment, building of prototypes, industrial design and producing effective promotional literature. During the 1983-84 fiscal year, 134 firms received grants totalling $842,410 through this program.

Via the Productivity Improvement/Cost Reduction Program, industrial engineers give practical advice and assistance in facility planning, inventory control, product costing, production scheduling, methods improvement, financial controls, and awareness/implementation of the application of micro-computers to manufacturing control and planning. Some 501 small secondary manufacturers were assisted in 1983-84 in fields ranging from electronics to wood products.

During the fiscal year under review, marketing specialists in this section helped 319 small and medium-sized manufacturing companies develop viable marketing strategies and improve marketing skills.

On behalf of the Ministry of Energy this ministry delivered a series of energy conservation and demonstration programs to Ontario manufacturers.

Through the Energy Bus Program, mobile units visited industrial plants to assess energy use inefficiencies. A total of 166 plant visits were

made during 1983-84, and potential energy savings of $5,563,378 were identified.

In October of 1983, the Small Business Energy Consultants Program was introduced. Consultants assisted 116 companies in evaluating energy conservation opportunities.

During its three years of operation the Industrial Energy Conservation and Oil Substitution Incentive Program, which ended last year, provided assistance in excess of $8 million to 790 companies in order to increase their competitiveness.

The Small Business Development Section offers company management and financial planning consulting services to small businesses and entrepreneurs, and manages a number of programs.

Advice on financial accounting and control was provided to 76 companies, while 425 owner-managers were advised on small business management techniques.

The Computer Planning Model Program, introduced in 1978 to assist small and medium-sized manufacturers in financial planning, benefitted 141 companies in the year ended March 31, 1984.

The University Consulting Program enabled 12 Ontario universities to employ 225 business students to provide management and counselling services to 1,500 small businesses throughout the province.

Scholarly aid: Business students from 12 Ontario universities provide advice to small businesses through the ministry's University Consulting Program.

Through the Sounding Boards Program, experienced executives acted as a part-time board of directors for eight small businesses in Sault Ste. Marie.

It is generally agreed that the first three years of a new enterprise are the most important. During this period, consulting assistance on a one-to-one basis is available through the Small Business Management Development Program. Every year, approximately 300 businesses take advantage of this service to strengthen their ability to grow.

Some 200,000 copies of the book *Starting a Small Business in Ontario* have been distributed since it was first introduced in 1978. This resource book is designed to help entrepreneurs evaluate their abilities as well as the viability of the proposed business.

A seminar series offered through local libraries and other local organizations covers topics such as entrepreneurship, business opportunities, management skills, legal organization, franchising, buying a business, financing, and marketing. In the past year over 100 sessions took place throughout Ontario with an estimated 5,000 participants.

This section also provided basic funding through BILD to two Community Development Corporations. These are autonomous organizations operating within a group of municipalities to develop human and capital resources. The two corporations, each with its own board of directors, cover the areas of Highway #7 (Eastern Ontario) and West Nipissing (Northeastern Ontario).

DOMESTIC OFFICES BRANCH

The ministry has 18 local offices across the province to serve as the primary points of contact with industry. These offices act as advocates for the private sector and deliver the programs and services of the ministry and other government agencies.

As advocates, field staff explain and promote the economic development policies and priorities of the Ontario government to the private sector and to local municipalities. They also communicate the problems, opportunities and concerns of the Ontario business community to senior management in this ministry and to officials of other local, provincial and federal government agencies.

During the 1983-84 fiscal year, the Domestic Offices Branch held 22,744 consultations, assisted clients in obtaining 1,041 loans or grants, and referred 2,683 companies to other branches of the ministry for specialized assistance.

INDUSTRIAL INVESTMENT BRANCH

This branch promotes Ontario as an attractive industrial investment location serving the markets of North America and the world.

The Site Selection and Municipal Liaison Section provides a confidential consulting service for companies considering establishing or expanding manufacturing facilities. It also supplies data and acts as an advisor to the ministry's foreign offices, and provides consulting and training services to Ontario municipalities in support of local economic development initiatives.

During the year in review, the section assisted 119 companies with site selection, advised 40 municipalities on their economic development objectives, assessed 12 industrial park proposals, and counselled 388 municipal representatives.

The Foreign Investment Advisory Group promotes investment in the province while ensuring Ontario's economic and industrial policies and objectives are met. In particular, it serves as the Ontario government liaison with the federal Foreign Investment Review Agency (FIRA) by reviewing, analyzing and evaluating offshore investment proposals submitted to Ontario by the federal government. It also advises potential investors on effective approaches to FIRA, problem resolution, and the economic and legal requirements of foreign investment in Canada.

This group organizes and takes part in investment seminars, conferences and missions to promote Ontario as an attractive location for foreign investment.

Finally, it analyzes and highlights emerging foreign investment policy issues to ensure that responsible foreign investment is encouraged through appropriate government policies.

During the year in review the group dealt with 1,203 investment proposals and analyzed 707 proposals formally submitted by FIRA to the province for comment. During this period, the approval rate reached 98 per cent.

Staff also organized 14 seminars and participated in five trade/industrial shows and missions to increase awareness of Ontario as an investment location. European cities visited included Brussels, London, Zurich and Bern. In the United States, groups visited New York, Chicago and Dallas.

Trade and investment in Ontario were promoted during visits here by nine foreign business missions.

The Mergers and Acquisitions Section assists Ontario industries, investors and interested parties with sales and purchases of businesses as a means of strengthening exisiting firms and increasing employment. In 1983-84, 194 merger and acquisition opportunities were listed through the ministry publication ***The Market Place Bulletin***, leading to 25 successful mergers or acquisitions. A total of 462 jobs were secured.

The Selective Placement Section is an employment development group which works to assist immigrant entrepreneurs, in co-operation with the Canada Employment and Immigration Commission and the Department of External Affairs, Immigration Section.

Through the Immigrant Entrepreneur Program, foreign entrepreneurs are encouraged to establish themselves and their businesses in Ontario. The program assisted 726 interested entrepreneurs in fiscal 1983-84.

The Immigrant Entrepreneur Establishment Program provides newly arrived entrepreneurs with one-stop counselling to ease the settlement and establishment process. During this fiscal year, the 80 new entrepreneurs who were aided under this component of the program invested $42.8 million, creating 1,505 jobs.

INNOVATION AND PRODUCT DEVELOPMENT BRANCH

This branch supports the development of new products, processes and services. It also promotes import replacement with Canadian-made goods, joint-ventures and licensing opportunities, and Ontario's film and video industry.

In the year ended March 31, 1984, the Product Development Section participated in five trade shows across the country. At some of these fairs an information booth was provided to support participating Ontario industries. At others, companies exhibited directly in the space provided by the ministry.

At Medica Canada '83, a trade show held in Edmonton, the ministry booked the centre stage of the show area and 17 Ontario companies attended. Ontario took part in this show in support of its commitment to encourage domestic procurement of medical and health supplies. More than one million dollars in sales were recorded and 18 new national agents and distributors were identified for Ontario companies attending the show.

As a result of attending a health care show in Geneva, nine licensing and three joint venture opportunities were made known to Ontario businesses through ***The Market Place Bulletin***.

The section's work in the medical area has yielded some solid results in import replacement. Along with the Windsor field office, the section was instrumental in the 1983 start-up of the only Canadian medical needle manufacturing operation.

Following the success of the Oil and Gas Seminar held in London, England, in March, 1983, domestic and foreign seminars were organized in the institutional furniture sector. These seminars focus on product areas where the level of imports is currently high, and opportunities for import replacement exist through joint ventures or licensing. At one such seminar in Frankfurt, Germany, 39 Canadian companies were represented and 43 European companies attended. A total of 109 industrial development interviews were held.

In addition, a seminar was held in Toronto to identify opportunities for new manufacturing in the defence and aerospace sectors. As a follow-up to this seminar, attended by 220 manufacturers, the U.K. Defense Manufacturers' Association organized a mission to Ontario in May, 1984.

During the period under review, three Manufacturing Opportunities Shows were organized. Exhibited at these shows were hundreds of products currently purchased offshore by Ontario companies. Domestic suppliers made over 1,000 offers on these currently imported products. These 'reverse trade shows' are an excellent means to identify domestic sources for products currently imported.

The branch publishes ***The Market Place Bulletin*** 10 times per year. It is distributed to more than 10,000 manufacturers across the province. ***The Market Place Bulletin*** informs Ontario business people about joint venture, licensing, merger and acquisition opportunities, inventions, and upcoming ministry activities such as trade missions and domestic trade shows.

The Office of Procurement Policy is a unique advocate for Canadian industry. It assists the private sector in finding domestic sources of supply rather than buying offshore. There were several important achievements last year.

An expanded list of over 1,000 Canadian computer systems manufacturers is now accessible by public purchasers, and 10,000 copies of this directory have been distributed.

During the first year of the Industrial Development Review Process, 25 proposed purchases valued at $21.5 million were handled. This process is designed to maximize the economic benefits of ministry purchases over $250,000 by keeping them in Ontario.

The Canadian General Standards Board's new definition of Canadian content was successfully tested as part of company profiles for MIT's

information systems. It is anticipated that this new definition will be adopted by the federal government.

An updated and expanded edition of the program's key calling card, *Ontario's $9 Billion Public Sector Market* was published, and 25,000 copies were distributed.

The fifth in a series of *How to Sell to Government* expositions was held in Toronto. Over 3,000 potential suppliers met 400 major public buyers from both provincial and federal public sector agencies.

In response to the office's strong pro-Canadian position, 150 advocacy cases were handled assisting Ontario vendors seeking public-sector business.

Along with three other provinces and Statistics Canada, this office jointly funded and participated in a study of the size and structure of the public sector market commissioned by the federal Department of Supply and Services. The office was also instrumental in the signing of a memorandum of understanding between the federal and Ontario governments on the subject of import replacement and source development initiatives. An Interprovincial Procurement Standards Committee was created to promote the use of uniform standards by public bodies.

The Film and Video Office promotes and markets Ontario as a world-class centre for feature film and television production. To this end, it provides location scouting services, introductions to Ontario unions, guilds and services; and liaison with federal, provincial and municipal authorities, as well as the private sector.

During the year, the Film and Video office was instrumental in attracting an estimated $55 million worth of film and TV production to Ontario. It distributed the *Get the Picture* kit which contains a locations brochure and a directory of facilities, services, unions and guilds to over 750 potential clients. It helped 29 Ontario firms participate in international trade shows in London, Cannes and Monaco, resulting in export sales of Canadian television programming totalling over $10 million and anticipated future sales and co-production of $20 million. Marketing meetings were held with independent producers and studios in Los Angeles and New York.

On location: Filming the pay-TV movie, The Guardian, starring Martin Sheen. Toronto is North America's third-largest production centre.

The Technology Development Section helped to market the Ontario-developed Telidon videotext system and Ontario's educational microcomputer initiative.

Through the Telidon project, over 550 Teleguide terminals were installed across the province. These terminals provide up-to-the-minute information on leisure, recreation facilities, and events throughout Ontario. By supporting this project, the government aims to stimulate the Telidon industry, develop public awareness of technology, promote the hospitality, recreation and tourism industry, and build a showcase for display of Ontario's technology to prospective clients.

The education microcomputer project is a joint effort of the ministries of Industry and Trade and Education. Staff in these two ministries developed specifications for a new generation of microcomputer hardware and software for the province's elementary and secondary schools. In addition, the province entered into a conditional purchase agreement with a new Ontario company for systems meeting the specifications. This firm's system was approved and commercial deliveries are scheduled for 1984-85.

INDUSTRIAL POLICY AND ANALYSIS BRANCH

Mainstay: The automotive sector is Ontario's largest manufacturing industry, producing goods worth $200 billion in 1983 and employing 106,000 people.

This branch supports the operations of the Industry Division. It provides policy analysis and recommends program options to promote industrial growth and a healthy industrial climate.

The Industrial Policy Unit analyzes economic and industrial issues and their impact on the industrial environment. In 1983-84, staff prepared advocacy positions in consultation with the private sector on a wide range of issues including economic development, labor legislation, environmental regulations, multinational sourcing and manpower planning.

The Sector Policy Unit analyzes and monitors key sectors and industries. In the past fiscal year, these included the automotive industry, sector-specific investments such as aerospace and farm equipment, investment and import replacement, petrochemical pricing, pharmaceutical/compulsory licensing and high technology. It also develops sector policy advocacy with the private sector.

The Industrial Analysis and Intelligence Unit maintains and analyzes company-specific and industry-wide data bases, and provides analytical and modelling capability for the industrial and sector policy sections. In 1983-84, data and statistical analysis were provided in response to over 300 requests from the private sector and the ministry. In addition, the Company Information System was expanded to include over 7,000 companies. This provided the source material for the ***Made In Ontario*** directory.

TECHNOLOGY CENTRES

In 1982, the Ontario government established six technology centres and the IDEA Corporation to promote the technological development of Ontario. These initiatives were in response to the competitive challenge Ontario industry is facing both in Canada and abroad.

The Ontario Technology Centres Unit in the Ministry of Industry and Trade co-ordinates the activities of the Ontario Technology Centres and the IDEA Corporation. The unit works to enhance the ministry's understanding of the technological challenge facing Ontario; to ensure the Ontario Technology Centres make maximum use of existing resources and to broaden industry's understanding of the need for technological transfer and application.

The fiscal year 1983-84 was marked by several important developments. The Ontario Technology Centres completed their first full year of operation. To ensure a co-ordinated approach, regular meetings were held with the presidents of the six centres. The technology centres unit also monitored the activities of each centre, reviewed their financial performance, and liaised within government on their behalf.

To support the activities of the Technology Centres, the unit worked with the Board of Industrial Leadership and Development on a corporate advertising campaign to publicize the resources available to industry through the centres. As well, some 8,000 copies of ***Managing Technology: A Business Approach*** were distributed to private sector firms. The unit participated in Future Pod at Ontario Place to increase public awareness of the need for technology development. A slide show about the Ontario Technology Centres was also made available for public viewing.

A total of 250 bank managers attended seminars emphasizing the importance of investing in new technologies. As well, a conference called Investment in Technology was held to encourage investment in technology by the financial community. There were 280 participants. Further initiatives in this area are being planned.

In December, 1983, the technology centres unit completed a study, ***The Technology Challenge—Ontario Faces the Future***. The study will serve as a basis for developing options to improve the competitiveness and productivity of Ontario industry.

Micro magic: This technology centre helps manufacturers customize semiconductors, or chips, for new product innovations.

This centre, located in Ottawa, promotes the diffusion of microelectronics technology throughout Ontario industry. It provides a semi-custom chip design service to small and medium industry, offers seminars and training courses at various levels of complexity, and has an extensive marketing program to demonstrate the need for microelectronic technology. In fiscal 1983-84 the centre held 60 seminars which attracted a total of 933 clients. Three industry days were attended by 480 people. As well, 22 tours of the centre were carried out during the year. Six issues of ***Microbits***, the centre's newsletter, were distributed to 10,000 potential clients.

As of March 31, 1984, the centre had received or initiated 65 proposals. Forty-eight were under consideration and 17 had resulted in signed contracts.

The staff complement of the centre was 37. The gross operating budget for 1983-84 fiscal year was $2.6 million, with actual revenues of $317,000.

ONTARIO CENTRES FOR ADVANCED MANUFACTURING

Computerized design: Geometry and dimensions of a product appear at the touch of an electronic pen.

The Robotics Centre in Peterborough and the CAD/CAM Centre in Cambridge encourage the application of advanced manufacturing methods in small and medium-sized businesses. Administered by the board of directors for the Ontario Centre for Advanced Manufacturing, these two centres provide consulting services, awareness programs and training assistance.

During the period under review, the Robotics Centre held 11 seminars attracting 272 clients. It also sponsored five industry days which drew 3,000 visitors. Some 1,500 people visited the centre through the 68 tours held during the year. As well, the centre participated in four trade shows. During this period 31 contracts were signed; 72 proposals are still under consideration.

The centre has a staff of 21.

Thirty seminars were sponsored by the CAD/CAM centre, drawing 1,150 people. The centre held one industry day attracting 1,800 people and conducted 145 tours for 2,100 visitors. It participated in seven trade shows. Fifty-four proposals resulted in signed contracts and 30 were still being considered at year-end. Two technical searches were carried out.

The centre's staff complement was 41.

The Ontario Centre for Advanced Manufacturing had a gross operating budget of $4.4 million and revenues of $609,700.

ONTARIO CENTRE FOR AUTOMOTIVE PARTS TECHNOLOGY

Outreach: Technology-centre staff travel with advice on quality control, manufacturing methods, technology development and marketing.

The Ontario Centre for Automotive Parts Technology in St. Catharines assists automotive parts manufacturers to become more competitive by giving advice on quality control, efficient manufacturing methods, technological improvements and marketing.

It organized 35 seminars for 1,200 participants, conducted 10 tours and participated in five trade shows. Twelve issues of its newsletter, *Autoparts Update*, were distributed to a mailing list of 4,200. During the year under review, 57 proposals resulted in signed contracts; 22 are still under consideration.

There is a staff of 22. The gross operating budget was $2.3 million, with $432,000 generated in revenue.

ONTARIO CENTRE FOR FARM MACHINERY AND FOOD PROCESSING TECHNOLOGY

Farm to table: Faster, finer food processing and improved farm machinery flow from technology application.

This centre in Chatham assists in the development of improved farm equipment and provides technological support for the fruit and vegetable processing industries. Initially, it focused on identifying firms operating within these fragmented industries. Considerable effort was also devoted to hiring the specialized staff required to make the centre a success.

During its first year of operation, several proposals were generated with 10 resulting in signed contracts and 18 still active. The centre has a staff of 20. The 1983-84 gross operating budget was $769,000 with $58,000 generated in revenue.

ONTARIO CENTRE FOR RESOURCE MACHINERY TECHNOLOGY

Kuehling Canada

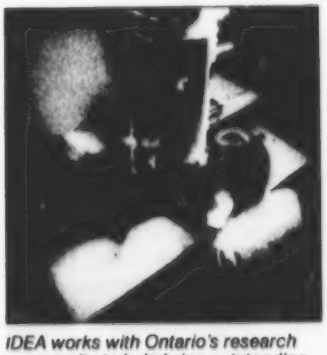
Forest wealth: The future of Ontario's resource industries depends on innovative equipment that will improve productivity.

This centre, located in Sudbury, was created to promote the development and commercialization of domestic mining and forestry equipment to replace imports and develop exports. Operating as a venture capital organization, the centre invested in eight projects out of the 88 proposals received. Some 22 proposals are still being considered. The value of the investments to date is $1.9 million.

The centre participated in five trade shows, sponsored three seminars drawing 120 clients, and held two tours. Five issues of its newsletter, ***Resource Machinery News***, were published, with a distribution of 3,000 per issue.

The centre has a staff of 12. The gross operating budget was $808,000 with $4,250 generated in revenue. The centre approved investments of $1,307,000.

IDEA CORPORATION



IDEA works with Ontario's research community to help bring outstanding innovation into production.

The IDEA Corporation is a Crown corporation that encourages and helps finance the commercialization of technological innovation.

By the end of the fiscal year, IDEA had reviewed over 400 investment proposals and made major commitments to venture-capital investments in university research projects, start-up companies and a syndicated pool of venture capital.

Investments were committed to the following institutions/firms: Queen's University, University of Western Ontario, RMS Industrial Controls Inc., Genuine Plastic Products and Derlan Industries Ltd.

During the course of the year, 42 visits were made to Ontario university campuses to identify promising new technologies emerging from research laboratories. A total of 180 projects were discussed.

In addition to its activities as an investor in new technologies, IDEA plays an important role in public policy development and public education. At the end of the fiscal year, a policy review was prepared for the minister, outlining findings and issues identified by IDEA Corporation, along with strategies for developing new technology-based firms.

In February, IDEA made a formal submission to the task force on government support for research and development, commissioned by the federal government and headed by University of Waterloo president Douglas Wright.

Several studies were commissioned during the past fiscal year, including an econometric simulation of the impact of technological change on employment, an examination of the level and diffusion of medical research, and a survey, conducted in collaboration with the Ontario Manpower Commission, of current and future occupations in research-intensive sectors of Ontario manufacturing industries.

In February, IDEA held a symposium to discuss results of the medical research report with representatives from Ontario hospital and university medical labs and pharmaceutical manufacturing firms.

During the year, ***Ideas on Innovation***, a newsletter dealing with major issues emerging from the advancement of technology, was introduced to 3,500 leaders in business, labor, academia and government.

Fifteen keynote speeches were delivered to audiences throughout the province and senior staff members of IDEA participated in 10 panel discussions and workshops.

More than 1,500 telephone enquiries and requests for information were received by March 31, 1984. Much of this interest was generated by media coverage of the role and activities of IDEA. Senior staff members were interviewed by radio, television, newspaper and magazine reporters from across Canada, the United States, the United Kingdom and France. There were 78 press reports published as a result of this media attention.

INFORMATION AND SUPPORT SERVICES DIVISION

The Information and Support Services Division provides consolidated communications, promotion and administrative support services for the Ministry of Industry and Trade. In the interests of economy and efficiency, several of the administrative services are also provided to the Ministry of Tourism and Recreation.

Administrative service branches include Finance and Systems, Personnel, Management Services, Audit Services and Program Planning and Budgeting. Together these branches provide support to the Ministry of Industry and Trade, the Ministry of Tourism and Recreation and some agencies of each.

FINANCE AND SYSTEMS BRANCH

Financial services, including accounting, ensure the accuracy of budgetary expenditures, financial integrity, accountability and the safeguarding of public funds.

Over the past fiscal year several initiatives were introduced to improve the operations of the branch and ministry, including:

- a centralized local payment system for the U.S. offices to speed up and simplify the monthly funding process;
- a staff development program of rotating assignments to increase staff expertise and optimize resources;
- an automated payment control system to speed accounts payable through Treasury; and
- a financial and administrative procedures control and reporting system for the Export Success Fund together with a micro-system to serve the fund over the next five years.

The Systems Development Branch provides development and maintenance services for all computer and manual business systems, including the records and forms management programs.

During the year in review the need for outside consultants was reduced and client services were improved. Major activities during the year included introduction of a multi-year Company Information and Market Intelligence Strategies/Plan to support ministry programs, office system automation and network strategies.

Also, an on-line Grant Information System to support the Ministry of Tourism and Recreation's $55 million grants program was developed.

Finally, assistance was provided in identifying and tendering for Ontario Place Corporation's financial management system requirements.

PROGRAM PLANNING AND BUDGETING GROUP

The Program Planning and Budgeting Group develops, implements and coordinates the planning, budgeting and reporting processes for ministry management and acts as ministry liaison with Management Board of Cabinet.

During the year, resource allocation strategies were developed on the basis of ministry policies and program priorities, and a ministry planning system was initiated by reviewing the strategic and human resources planning processes.

The group also plans, schedules and processes ministry submissions to Management Board. The Ontario International Corporation sunset review was concluded during the year and memoranda of understanding for five of the ministry's agencies were revised or prepared.

MANAGEMENT SERVICES BRANCH

The Management Services Branch provides administrative, accommodation, distribution, printing and office services, as well as procurement of goods and services. A major activity during the year was assisting in the opening of three new offices in the United States and relocation of the ministry's New York Office.

Also, the movable assets inventory was automated for better control and management. Through a realignment of the Distribution and Printing Section, client services were improved.

PERSONNEL BRANCH

Personnel Services staff provide guidance and direction regarding the management of human resources, personnel services, staff relations, affirmative action and payroll. During the past year, a staff relations information base was created and a classification-writing workshop was held for all managers in the ministry. An attendance improvement program resulted in the ministry attaining the lowest average absentee rate in the Ontario Government, with a 10 percent reduction in one- and two-day absences.

The Ontario Government Affirmative Action Program is designed to provide equal employment opportunities for women and aims to raise the percentage of women in all modules and categories to 30 percent by the year 2000.

This is done by identifying qualified female candidates for competitions and establishing career paths for them. The Ministry of Industry and Trade has 226 female employees. They represent 42 percent of total staff.

One goal of the Ministry of Industry and Trade is to increase the number of female consultants on staff. As of March 31, 1984, women held 9.5 percent of these positions, an increase of 56 percent over the previous year. Other achievements included the hiring of women in senior policy, executive assistant and systems positions in the ministry.

Nineteen women, or 8.4 percent of all female staff, participated in accelerated career development through training positions, rotations and temporary moves to learn new skills. Eight of these people found new positions within the year.

AUDIT SERVICES BRANCH

The Audit Services Branch conducts independent, objective management-oriented audits of the operations of the ministry and its agencies. Staff ensures that control processes are satisfactory or recommends necessary improvements, instantly reports any potential problems to management; and carries out competent, credible and persuasive auditing to improve control procedures.

During the year co-ordinated operational audits were performed with a cost-saving perspective and an Internal Audit Branch manual of policies and procedures for planning, execution and reporting of audit functions was created.

PROMOTION SERVICES BRANCH

The Promotion Services Branch co-ordinates advertising, promotional publications, audiovisuals and selected special promotion events for the ministry, and administers the ministry's Information Centre.

During the year there were several major initiatives.

An international industrial development campaign was created to raise awareness of Ontario as an attractive place to do business. Target markets included the United States, Japan, the United Kingdom and Germany.

The Promotion Services Branch developed two major advertising campaigns aimed at small- to medium-sized Ontario manufacturers. The trade campaign was designed to increase awareness of exporting opportunities and to identify potential exporters. The Technology Centres campaign was aimed at creating awareness of the Technology Centres and attracting specific clients.

There was also a campaign directed at investors in selected foreign markets.

The first Province of Ontario Awards for Industrial Achievement presentations were held in March, 1984.

Ninety-six incoming investment and trade delegations involving 1,100 visitors were organized and hosted by Promotions Services staff.

More than 60 brochures were produced including *The Fact Books*, a guide to the Ontario and Canadian business and investment environment; *Entrepreneurs*, an investment promotion brochure aimed at potential immigrant entrepreneurs (produced in English, French and German); *How to Export*, an overview of exporting; and *How to Do Business In...* a series of brochures on export opportunities, business customs and regulations in selected foreign countries.

The Information Centre has a library containing approximately 12,000 titles and 200 subscription journals. It produces monthly bulletins outlining new acquisitions and indices and performs computer searches for requested materials through Infoglobe and Dialogue.

Information A to Z: The ministry has publications for the prospective business person, the novice, and the experienced.

COMMUNICATIONS BRANCH

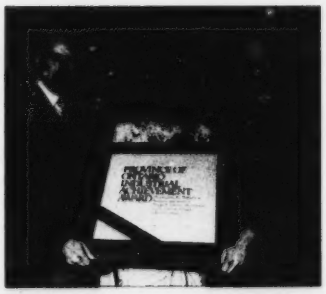
The Communications Branch provides information on ministry policies and programs to the news media, ministry client groups and the public. It concentrates on editorial publicity and media relations.

Branch writers prepare news releases, statements and articles for external distribution and produce two monthly publications, *Ontario Business News* and *Ontario Technology News*, as well as a weekly internal newsletter. During the year in review the branch issued 116 news releases and 91 speeches and statements.

The branch also handles public relations activities, interviews, press conferences and other events involving the minister and members of senior management; monitors media coverage, and handles enquiries from journalists and the general public. Publicity support is provided to trade missions, trade shows and other ministry-sponsored events as required.

Almost 3,000 pages of news clippings pertaining to ministry matters, including radio and television transcripts, were distributed internally. Mailing lists were updated on an ongoing basis to meet the requirements of the ministry. During the year some 10,000 telephone enquiries were answered or redirected as appropriate.

Liaison with the French-language press and media and the French business community in Ontario was provided through the French-language services officer, who also advised the deputy minister on French-language policies for the ministry.



Achievers: Peggy Hilmer and Barbara Twaits of Maggi-B, a manufacturer of travel co-ordinates, won the Province of Ontario Industrial Achievement Award for increased sales in Canada.

STATEMENT OF EXPENDITURES

STATEMENT OF BUDGETARY EXPENDITURES FOR THE YEAR ENDING MARCH 31, 1984

MINISTRY ADMINISTRATION*

Main Office	$1,582,992	
Financial Services	1,511,877	
Supply and Office Services	1,235,490	
Personnel Services	823,940	
Information Services	3,172,054	
Audit Services	383,884	
Analysis and Planning	621,911	
Legal Services	595,387	
Total		$ 9,927,535

INDUSTRY DIVISION

Program Administration	$ 218,939	
Industrial Policy and Analysis	1,758,303	
Small Business and Field Services	7,376,348	
Industrial Investment	1,829,703	
Innovation and Product Development	2,862,319	
Energy Projects	239,635	
Ontario Research Foundation	4,350,000	
Total		$18,635,247

TRADE DIVISION

Program Administration	$ 202,598	
Trade Policy and Analysis	952,688	
International Trade and Investment	5,812,364	
Ontario International Corporation	746,796	
International Offices	8,044,819	
Metropolitan Toronto Convention Centre	895,000	
Total		$16,654,265

TECHNOLOGY CENTRES COORDINATION

	$ 730,941

TOTAL $45,947,988

*Includes administrative services provided to the Ministry of Tourism and Recreation.

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